

MEMORANDUM FOR: Director of Training

SUBJECT: Starting Grades for JOT's

REFERENCE: Draft memorandum from Director of Training  
to Director of Personnel dated 24 Apr 57

1. I regret that we have taken so much time in replying to your letter. We are in substantial agreement with the scale of hiring rates given in paragraph 1; however, it is becoming our practice within reasonable bounds to treat each case on its own merits, to make whatever offer seems to be required, and to be justified in getting a person on board.

2. We may at some future time hire at various steps of the several grades for somewhat the same reason that a teacher will give a B plus to a student rather than a B or an A. Our willingness to acknowledge that the one man has a slight edge over another without going all out will contribute to the effectiveness of our recruitment program. The introduction of this system will await basic changes in our internal pay administration which we have in mind and will be presented to the Career Council at one of the meetings in the near future.

3. I agree entirely with observations you make in paragraphs 3, 4, and 5 of your memorandum.

Gordon M. Stewart  
Director of Personnel

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